



BRUCE McPHERSON | SECRETARY OF STATE | STATE OF CALIFORNIA

MANAGEMENT SERVICES | CONTRACT SERVICES

1500 11th Street, room 460 | Sacramento, CA 95814 | tel 916.653.5974 | fax 916.653.8324 | www.ss.ca.gov

REQUEST FOR OFFER

RFO #: 06-028

For:

**VoteCal Statewide Voter Registration System (VoteCal)
Project Management Consulting**

LPAER No: 019

For: Information Technology Consulting Services (Category 1B)

Date: October 11, 2006

You are invited to review and respond to this Request for Offer (RFO). To submit an offer for these goods and/or services, you must comply with the instructions contained in this document as well as the requirements stated in the State's Scope of Work (SOW), Attachment A and B. By submitting an offer, your firm agrees to the terms and conditions stated in this RFO and your proposed Master Services Agreement (MSA) contract.

Read the attached document carefully. The RFO due date is: Wednesday, October 25, 2006 at 5:00 p.m. Responses to this RFO and any required copies must be submitted by mail, clearly labeled to the department contact noted below.

Department Contact:

Cathy Blair, Contract Administrator
Secretary of State
1500 11th Street Room 460
Sacramento, Ca 95814
(916) 653-5974
Fax (916) 653-8324
Contractservices@ss.ca.gov

General Information

1. Background and Purpose of the RFO

The Secretary of State (SOS) has released this Request for Offer in order to solicit for Project Management Consulting Services. The SOS Information Technology Division (ITD) is seeking a Project Manager for the HAVA Statewide Voter Registration Database Project. Although not required, a Project Management Professional (PMP) certification is desirable. The Project Manager will coordinate with the SOS' Project Management Office and SOS HAVA Statewide Voter Registration Database System Integration contractor project manager as well as manage the ITD project tasks and resources to insure successful completion of all project deliverables. Further detailed information to be found in the State's Scope of Work (SOW). This contract is anticipated to be awarded late-September 2006 and continue through the duration of the VoteCal Project, which is expected to be complete in December 2009.

The SOS will also engage separate contractors for Independent Verification and Validation (IV&V), Independent Project Oversight Consultants (IPOC) and for a consultant to assist in conducting the system integration procurement and in developing the Special Project Report after completion of that procurement. Contractors who are awarded one of these contracts may be prohibited by conflict of interest guidelines from engaging for other contracts related to this project; however, bidders may submit proposals in response to some or all of these engagements to ensure maximum opportunity to compete and participate in this project.

Background

On October 29, 2002, the Help America Vote Act (HAVA) adopted by Congress became law. HAVA mandates that each state implement a uniform, centralized, interactive, computerized voter registration database that is defined, maintained and administered at the state level. The Secretary of State's office has initiated a project called the HAVA Statewide Voter Registration Database Project to develop operational capabilities to meet the requirements of HAVA.

HAVA requires a database, which must contain the name and registration information of every legally registered active or inactive voter in the state. Unlike the current Calvoter database, this system will constitute the official record of all registered voters. It must serve as the single system for storing and managing the official list of registered voters in the state. In addition, it must be the official registration list for conducting all federal elections, which occur in March and November of every even-numbered year and whenever a midterm vacancy occurs.

HAVA also imposes new requirements on voters, state and local elections officials, DMV, the California Department of Corrections (CDC), and the Department of Health Services (DHS).

Description Of Project To Be Overseen

This project will develop a Statewide Voter Registration database and system that is fully compliant with the requirements of the 2002 Help America Vote Act (HAVA). This system will be a single, uniform, official, centralized, interactive and secure computerized statewide voter registration list defined, maintained and administered at the State level that will serve as the official list of registered voters for the conduct of all elections.

As required by HAVA, the system must include electronic data interfaces for exchange of data with the Department of Corrections, the Department of Health Services, the Department of Motor Vehicles, as well as other state agencies. The system must also be compliant with California's "motor voter" law seeking voter registrations when individuals visit or do business at DMV offices. It will also include an interface with the Department of Motor Vehicles for verification of registrant identity, including Driver's License or State ID number and the last four digits of the Social Security number as required by HAVA.

The system will include an interface for county/local elections management software/systems to add, delete and update voter registration and related data electronically. That interface will also allow electronic read access to the voter registration and related data for use by the county/local election management systems. There will be an additional graphical user interface for county/local election officials to add, delete, update and review voter registration and related data manually.

Lastly, there will be a secure Internet web-based interface for the public such that individuals can access only their personal voter data, including but not limited to:

- Current registration and party affiliation
- Assigned precinct and polling place
- The political jurisdictions in which the voter resides
- The upcoming local elections for that voter, as well as historic local elections for that voter's jurisdictions.
- Sample ballot and voting system instructions for upcoming elections

The project will be undertaken as a business-based procurement for a system integrator which will perform all development and implementation tasks and will be responsible for providing and installing all hardware and software. The project has been approved to proceed through the procurement phase, but must obtain separate approval before award of the contract for the system integrator.

2. Key Dates

It must be understood that time is always of the essence, both for the RFO submittal and contract completion. Offeror's are advised of the key dates and times shown below and are expected to adhere to them.

<u>Event</u>	<u>Date</u>
1. Release of RFO	10/11/2006
2. RFO Response Submission Due date (and time)	10/25/2006 5:00 p.m.
3. Contractor Presentations and Interviews (as appropriate)	10/27/2006
4. Anticipated Contract Award	11/15/2006

3. RFO Response Requirements

This RFO and the offeror's response to this document will be made part of the ordering department's Purchase Order and procurement contract file.

Responses must contain all requested information and data and conform to the format described in this section. It is the offeror's responsibility to provide all necessary information for the State to evaluate the response, verify requested information and determine the offeror's ability to perform the tasks and activities defined in the State's Scope of Work, Attachment A and Cost Worksheet, Attachment B provided as required below.

The offeror must submit four (4) copies of their response to the department contact name and address contained on the cover sheet to this RFO.

4. RFO Response Content

The majority of the information required to respond to this RFO is contained in the State's Scope of Work, Attachment A and Cost Worksheet, Attachment B. However, responses submitted to this RFO must include a cover letter with the following identification and contact information:

1. Company name, mailing address and telephone number.
2. Name and e-mail address of contact person.
3. Master Services Agreement (MSA) number.
4. Submission date of the proposal.
5. Federal Employer Identification Number.
6. If applicable, Disabled Veteran Business Enterprise self-certification or identification of, and tasks/percentages, for disabled veteran business enterprise sub-contractor(s).
7. If applicable, Small Business Certification number.
8. A duly authorized representative of the vendor must sign the proposal certifying that the proposal is a valid and binding offer and that he/she is authorized to sign the proposal.

Responses to this RFO must also include:

- a) Copy of Master Services Agreement between offeror and Department of General Services for Information Technology Consulting Services.
- b) Response to State's Scope of Work, Attachment A:
The offeror's "Statement of Work" responds to the State's Scope of Work and will be used to evaluate responsiveness to requirements. This Statement of Work response must map each task/deliverable item back to the Attachments. The response must include any additional information that the offeror deems necessary to explain how the Contractor intends to meet the State's requirements. The Statement of Work needs to contain the following as appropriate:
 1. Overview of the required tasks and outcomes,
 2. Description of how the tasks will be performed,
 3. Work plan for each task, including sub-task description,
 4. Samples of work from other projects, or outlines of what deliverables are proposed for the required Tasks,
 5. Organization chart that identifies the proposed contract team,
 6. Resumes for each identified member of the contract team, detailing experience meeting the State's requirements,
 7. Any other requirements shown in the State's Scope of Work document.
- c) Response to Attachment B:
Response to the Cost Worksheet, Attachment B. If cost only, this Attachment will outline the costs required to be provided by the offeror. If best value, this Attachment will detail the staff hours by classification, hourly rate per classification, by task(s) and deliverable(s), see format in Attachment B. These costs must map by each classification to the offeror's Statement of Work.
- d) California Disabled Veteran Business Enterprise (DVBE) Program Requirements:
The State has established goals for Disabled Veteran Business Enterprises (DVBE) participating in State contracts. Please review the attached DVBE program requirements package. The offeror must complete and return all the appropriate pages in order for the bid to be considered responsive

An explanation of the Disabled Veteran Enterprise Program (DVBE) requirements can be found at the Internet web site www.pd.dgs.ca.gov/dvbe/default.htm. Select "DVBE Resource Packet" under "Related Links".

The Secretary of State hereby waives the requirement of Advertisements as part of Option B, Good Faith Effort.

The DVBE package and the required submittal forms can be found at the Internet website: www.documents.dgs.ca.gov/pd/delegations/DVBEPckt2.doc

5. Presentations and/or Interviews

The Secretary of State's Office, at its discretion, may request a presentation and/or interview from any or all offeror's. In the event presentations and/or interviews are requested, the Department Contact will contact the offeror to schedule a time for the presentation to occur on Friday, October 27, 2006. In the event scheduling difficulties arise for all parties, the Secretary of State may choose to hold interviews on Monday, October 30, 2006 as well. The offeror's proposed key project staff identified on the Organization Chart must be in attendance.

Review of Offers for Award

Responses to this RFO will first be reviewed for responsiveness to the requirements of Exhibit A and B. If a response is missing information required in either Attachment it may be deemed not responsive. Further review is subject to department's discretion.

Award of a contract resulting from this RFO against a MSA contract will be based on a "best value" method that includes cost as a factor.

The following the criteria and corresponding points that will be used to determine the winning offer.

Administrative Criteria	20%	60 points
Technical Criteria	40%	120 points
Cost	40%	120 points
Total	100%	300 points

Administrative Criteria:

- The Organization Chart identifies all proposed project team members and tracks each person to the pertinent task – 25 points maximum
- Resumes are included for each proposed project team member and they describe the experience levels in detail, support the Statement of Work, more experience and more points – 35 points maximum

Technical Criteria:

- Outlines and examples of deliverables from other projects are acceptable and support the Statement of Work – 20
- Proposed Tasks and Deliverables accomplish the project goals – 50
- Work Plan supports the Tasks and Deliverables proposed in the Statement of Work – 50

Cost Criteria:

The "Best Value" calculation, which will be used, will be as follows:

$$(\text{Bid Price} \div \text{lowest bid}) = \text{___} \% \quad \text{___} \% \times 120 = \text{cost points}$$

Example:

	<u>Offer 1</u>	<u>Offer 2</u>	<u>Offer 3</u>
Admin Score	30 pts	40 pts	54 pts

Tech Score	<u>82 pts</u>	<u>95 pts</u>	<u>86 pts</u>
<u>Total Points</u>	112	135	140
Cost	<u>\$330,000</u> \$285,000	<u>\$285,000</u> \$285,000	<u>\$420,000</u> \$285,000
Cost points	.86 x 120 = 103.2	100 x 120 = 120	.68 x 120 = 81.6
Grand Total	112 + 103.2 = 115.2	135 + 120 = 255	140 + 81.6 = 221.6

In this example, the award goes to Offer 2 as the response that scored the highest points from amongst the Administrative and Technical Criteria as shown in the RFO, combined with the calculated Cost points.

ATTACHMENT A – SCOPE OF WORK

1.0 PURPOSE

This Statement of Work (SOW) reflects the services and deliverables to be provided by the Project Management (PM) contractor, hereinafter referred to as “Contractor,” while serving as the PM consultant to the Secretary of State, hereinafter referred to as “SOS” for the VoteCal Statewide Voter Registration Database project. This final SOW will be governed by and incorporate the terms and conditions of the California Multiple Award Schedules (MSA) for Information Technology (IT) Consulting Services.

The SOS Information Technology Division (ITD) is seeking a Project Manager for the HAVA Statewide Voter Registration Database Project. Although not required, a Project Management Professional (PMP) certification is desirable. The Project Manager will coordinate with the SOS’ Project Management Office and SOS HAVA Statewide Voter Registration Database System Integration contractor project manager as well as manage the ITD project tasks and resources to insure successful completion of all project deliverables.

The SOS will also engage separate contractors for Independent Verification and Validation (IV&V), Independent Project Oversight Consultants (IPOC) and for a consultant to assist in conducting the system integration procurement and in developing the Special Project Report after completion of that procurement. Contractors who are awarded one of these contracts may be prohibited by conflict of interest guidelines from engaging for other contracts related to this project; however, bidders may submit proposals in response to some or all of these engagements to ensure maximum opportunity to compete and participate in this project.

2.0 BACKGROUND

On October 29, 2002, the Help America Vote Act (HAVA) adopted by Congress became law. HAVA mandates that each state implement a uniform, centralized, interactive, computerized voter registration database that is defined, maintained and administered at the state level. The Secretary of State’s office has initiated a project called the HAVA Statewide Voter Registration Database Project to develop operational capabilities to meet the requirements of HAVA.

HAVA requires a database, which must contain the name and registration information of every legally registered active or inactive voter in the state. Unlike the current Calvoter database, this system will constitute the official record of all registered voters. It must serve as the single system for storing and managing the official list of registered voters in the state. In addition, it must be the official registration list for conducting all federal elections, which occur in March and November of every even-numbered year and whenever a midterm vacancy occurs.

ATTACHMENT A – SCOPE OF WORK

HAVA also imposes new requirements on voters, state and local elections officials, DMV, the California Department of Corrections (CDC), and the Department of Health Services (DHS).

3.0 DESCRIPTION OF PROJECT TO BE OVERSEEN

This project will develop a Statewide Voter Registration database and system that is fully compliant with the requirements of the 2002 Help America Vote Act (HAVA). This system will be a single, uniform, official, centralized, interactive and secure computerized statewide voter registration list defined, maintained and administered at the State level that will serve as the official list of registered voters for the conduct of all elections.

As required by HAVA, the system must include electronic data interfaces for exchange of data with the Department of Corrections, the Department of Health Services, the Department of Motor Vehicles, as well as other state agencies. The system must also be compliant with California's "motor voter" law seeking voter registrations when individuals visit or do business at DMV offices. It will also include an interface with the Department of Motor Vehicles for verification of registrant identity, including Driver's License or State ID number and the last four digits of the Social Security number as required by HAVA.

The system will include an interface for county/local elections management software/systems to add, delete and update voter registration and related data electronically. That interface will also allow electronic read access to the voter registration and related data for use by the county/local election management systems. There will be an additional graphical user interface for county/local election officials to add, delete, update and review voter registration and related data manually.

Lastly, there will be a secure Internet web-based interface for the public such that individuals can access only their personal voter data, including but not limited to:

- Current registration and party affiliation
- Assigned precinct and polling place
- The political jurisdictions in which the voter resides
- The upcoming local elections for that voter, as well as historic local elections for that voter's jurisdictions.
- Sample ballot and voting system instructions for upcoming elections

The project will be undertaken as a business-based procurement for a system integrator which will perform all development and implementation tasks and will be responsible for providing and installing all hardware and software. The project has been approved to proceed through the procurement phase, but must obtain separate approval before award of the contract for the system integrator.

ATTACHMENT A – SCOPE OF WORK

4.0 SCOPE OF WORK (SOW)

Project Manager Responsibilities and Deliverables

To assure project success, the Project Manager will be required to have proven experience planning and managing projects involving multiple tier application system development, integration and deployment of equivalent scope and complexity. The Project Manager will report directly to the SOS Project Director and assist the SOS Information Technology Division's (ITD) consultants and State staff in project oversight and management requirements.

The Project Manager must have served in a similar capacity on at least one government IT project of comparable size and complexity. Previous experience with a project at least partially funded by federal monies is highly desirable.

The Project Manager should command the following skills and experience:

1. The Project Manager should have previous Joint Application Development (JAD) skills and experience to fully define the system requirements and identify those issues that need management attention.
2. The Project Manager should have knowledge of the use of Rapid Application Development (RAD) techniques and prototyping to expedite system development.
3. The Project Manager should have previous experience with data conversion projects involving integration from diverse systems into one uniform database.
4. The Project Manager should have proven experience in working cooperatively and successfully with public sector clients and their stakeholders.
5. Knowledge of the design, development, and operational impacts of the following:
 - o Security issues related to databases containing personal information and accessible on the internet,
 - o Availability, backup, recovery, and data integrity issues of 24 / 7 systems, and
 - o Performance issues related to very large databases and high volume systems.

The Project Manager will oversee the following ITD HAVA Statewide Voter Registration Database project management elements:

1. Project Management Plan management and execution involving:
 - a. Create the Project Plan and WBS
 - b. Management of project requirements
 - c. Control of project limitations and exclusions
 - d. Adherence to project WBS requirements / deliverables
 - e. Control and tracking of work authorizations
 - f. Provide status reports on a regular scheduled basis
 - g. Maintenance of the Project Information Toolbox (PIT)

ATTACHMENT A – SCOPE OF WORK

- h. Management of project deliverables identifying which deliverables have been accomplished and which have not, to what extent quality standards are being met, what costs have been incurred or committed, etc.
 - i. Control and tracking of all change requests
 - j. Control of project scope
- 2. Project cost management involving:
 - a. Resource planning
 - b. Cost estimating
 - c. Project expenditure tracking
 - d. Executive project cost summary reports
- 3. Management of the project schedule involving:
 - a. Assist in deploying project management tools
 - b. Task activity estimating
 - c. Project schedule planning
 - d. Definition and adherence to project milestones
- 4. Project quality management to insure adequate quality oversight of:
 - a. Client end products
 - b. Project management structure successes and requirements for change
 - c. Technical processes and methodologies for design and development
 - d. Standards measuring the successful completion of all tasks and deliverables
- 5. Resource management issues involving:
 - a. Project team roles & responsibilities
 - b. Team member assignments
 - c. Project resource histogram showing which resources are required at various periods of time during the project
- 6. Risk management issues identifying, reporting, and resolving internal and external project risks.
- 7. Project Change Control management to insure:
 - a. Integrity of the performance measurement baselines- all approved changes should be reflected in the project plan.
 - b. Insuring that changes to the product scope are reflected in the definition of the project scope.
 - c. Coordinating changes across knowledge areas.
 - d. Understanding the impact of the changes.
 - e. Tracking of cost variances from original baseline project costs and that changes are recorded accurately in the cost baseline.
 - f. Prevention of incorrect, inappropriate, or unauthorized changes from being included in the baseline.
- 8. Team communications involving the collection and dissemination of project information.
- 9. Transfer of knowledge and documentation that will be needed to develop the Post Implementation Evaluation Report (PIER) and support the Federal project audit.

ATTACHMENT A – SCOPE OF WORK

5.0 PROJECT STRUCTURE

5.1 Project Duration

The overall project is expected to complete in December 2009; the project manager engaged through this procurement will continue to that date.

5.2 Travel

In-state travel may be required under this agreement. In the event travel is necessary, SOS will compensate the vendor for all travel costs as required in the completion of the assigned tasks. All travel costs will be reimbursed in accordance with the following:

- Travel expenses will be charged utilizing current State rates
- Travel expenses will be submitted by invoice with associated consultant fees to the SOS for reimbursement
- All travel will be approved by SOS in advance of such travel

5.3 Issue Escalation and Point of Contact

The SOS Project Director is the initial point of contact for issues regarding this project.

5.4 Issue Resolution

When a problem or issue arises, the Contractor will immediately report it to the SOS Project Director. Escalation of unresolved issues is the responsibility of the SOS Project Director.

5.5 Controls

In completing the tasks within this scope of work, the Contractor will comply with the following standards:

- Contractor shall follow project management industry standards (i.e. PMBOK®).
- The State Information Management Manual Project Oversight Framework.

5.6 Change Control

If unanticipated changes of the Contractor's approved project management plan and schedule are required during the course of the project, the Contractor shall document the changes in a Change Control Document. The Contractor shall request approval of each change in writing from the SOS Project Director. At the time the Contractor or SOS identifies an unavoidable change that will require modification of the baseline project plan or other issues materially affecting the project plan, all work shall stop on the impacted objective until the changes are approved.

ATTACHMENT A – SCOPE OF WORK

5.7 Knowledge and Abilities

The Contractor shall provide qualified personnel to perform the work necessary to accomplish the tasks defined above. Contractor personnel for this work must have performed in this role for at least one project of similar size, type and complexity. SOS must approve all Contractor resources.

5.8 Contractor Facilities

SOS expects Contractor staff to perform most work related to this engagement on-site at the SOS Sacramento office. The Contractor should provide a listing of requirements for SOS supplied space and equipment. SOS will provide networked desktop computers for the Contractor staff to use for this engagement. These computers will have Microsoft Windows 2000 Professional, Microsoft Project 2000, Microsoft Office 2000, and Microsoft Outlook, and other supportive software installed.

5.9 Project Updates, Status Reports, and Meetings

The Contractor will attend and report status at a weekly project status meeting with the Project's Executive Steering Committee and SOS Project Director. The Contractor will also submit monthly written status reports to the SOS Executive Steering Committee and SOS Project Director. Additionally, the Contractor will update the project work schedule when the schedule has changed by more than 10 percent.

5.10 Key Contractor Personnel

The Contractor shall identify the lead and any supporting personnel who will be responsible for the completion of all tasks during the engagement including a statement defining each individual's qualifications and a corresponding resume. The Contractor will also identify a Engagement Manager in their organization that will provide oversight and guidance for the Contractor staff assigned to this project. The Contractor's Engagement Manager will be SOS' point of contact regarding any issues that arise concerning the engagement. The Contractor's Engagement Manager will also review all deliverables for quality and conformance to this SOW before they are submitted to SOS.

Personnel commitments made in the Contractor's offer shall not be changed without prior written approval of SOS unless caused by the resignation or incapacity of the named individual. Staffing shall include these named individuals at the levels of effort proposed. SOS shall approve in advance and in writing any permanent or temporary changes to the Contractor's key personnel (project team). In addition to these key staff, the Contractor shall supply suitably knowledgeable staff necessary to complete the required deliverables within the Contractor's proposed timeframes. SOS reserves the right to require the removal of any member of the Contractor's staff from the project.

5.11 Personnel and Rates

The offer must include a listing of the personnel who will perform each task described in this RFP and their salary rate. The State will be notified in writing of any changes in the

ATTACHMENT A – SCOPE OF WORK

personnel assigned to this task. For those individuals indicated as “key personnel” the procedures specified in Section 6.9 shall be followed when personnel changes occur.

SOS reserves the right to redirect the resources within the contract by modifying the total number of hours per task in accordance with the Change Control Process.

5.12 Project Budget

SOS reserves the right to change the total number of hours per task on an as-needed basis in accordance with the change management control process, provided that the total cost of this contract does not exceed the maximum amount proposed and accepted for the project size estimated in the FSR. In particular, the SOS will work with the Contractor to revise the project work plan and estimated hours per task after completion of the procurement for the system integration contractor.

5.13 Invoices and Payment

The Contractor agrees to submit monthly invoices identifying hours charged by each consultant and the hours per task for each consultant staff person. SOS will pay the invoice only upon acceptance and approval of any related deliverables and upon satisfactory progress in the agreed upon work plan and schedule meeting all the requirements of this contract.

5.14 Failure to Perform

Contractor assumes all liability for performance of this contract and all subcontracts executed pursuant to or funded by this Contract, and hereby agrees to this Contract for Project Management Services as listed.

Further, the Contractor assumes full liability for and agrees to reimburse the State for Contractor's or any of Contractor's sub-Contractors' failure to comply with any term or condition of this Contract. Contractor shall assure that subcontracts are administered in accordance with this Contract, with any rules and regulations and with any amendments or changes thereto. Contractor agrees that SOS or its designated agent has full recourse against the Contractor for the failure to perform all or any part of this Contract.

Failure to meet on-site attendance requirements, and provide acceptable deliverables, milestones and status reports on time may subject Contractor to possible delay of payment and/or SOS pursuing remedies under this Contract in accordance with the General Provisions.

5.15 Acceptance of Deliverables and Milestones

All deliverables will be reviewed and approved by SOS. Deliverable due dates will reflect those approved in the Contractor's plan and schedule.

ATTACHMENT A – SCOPE OF WORK

5.16 Standards and Policies

The Contractor shall adhere to SOS' minimum required IT standards, guidelines and policies. Contracted staff is expected to abide by the same standards and policies as State staff. The following regulations, standards, guidelines and policies serve as the minimum criteria for quality assurance management. These documents are:

- State Information Management Manual Project Oversight Framework and policies
- SOS Statewide Voter Registration DB Project Plan and Feasibility Study Report
- SOS policies: Information Security, Internet, Drug-Free Workplace, Sexual Harassment

ATTACHMENT B – COST WORKSHEET

Offerors will use this document to prepare their corresponding document. Types of classifications will vary depending on the project

Job Title or Classification	Hours	Rate Per Hour	Extended Total	Task # or Name
Senior Project Manager				
Project Manager				
Sr. Tech. Lead				
Technical Lead				
Application Analyst				
Systems Analyst				
Sr. Programmer				
Staff Programmer				
Assoc. Programmer				
Instructor				

Subtotal \$ _____

Other Costs, Travel, (if allowed) etc. + _____

Total Costs \$ _____